

**SECRET**

21 May 1951

MEMORANDUM FOR: Mr. Allen Dulles  
Brigadier General John Magruder  
Rear Admiral Leslie C. Stevens  
Mr. Edward W. Barrett

SUBJECT: Organization of the Staff of the Psychological  
Strategy Board

1. Attached for your consideration are several papers which have been agreed on by our working group:

TAB A - Functions of the Staff  
TAB B - Proposed Organization  
TAB C - Immediate Steps Suggested

2. The organization of the Staff may be regarded as taking place in phases, the first two of which are set forth in TABs C and B.

3. In addition there is attached for information an outline of a possible future development of the Staff organization (TAB D), which some regard as phase three. This outline envisages no new functions as such but is based on a much broader interpretation of the agreed functions. While agreeing that "the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies," the group disagreed on what constituted the "maximum extent." Under one view the PSB and its Staff would itself systematically plan and direct the psychological strategy of the Cold War. This involves a much larger independent planning role and much more contact with the detailed operations of the agencies than could be endorsed by some members of the working group. The group agreed, however, that no action is immediately required with regard to this problem. After the Director has been appointed, he should consider the proposal in TAB D [together with the views of the operating agencies] and formulate the issue for the decision of the Board.

4. A revision of General Magruder's paper discussing the philosophic background of the PSB will be distributed subsequently as TAB E.

5. A separate paper is also being developed listing the specific agenda items which it is recommended the Board consider at its first meeting(s).

JAMES Q. HELLM  
Acting Assistant Director  
Intelligence Coordination

Encl: TAB A, B, C, and D

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19 May 1951

*Directed and*

FUNCTIONS OF THE STAFF

*in order to give effect to*

It is suggested that ~~within~~ the terms of the President's Directive of April 4, 1951, the responsibilities of the Director and the functions of the Staff should be:

a. to encourage the responsible agencies to produce ideas in support of psychological operations;

*and ensure expansion of*  
b. to coordinate, as necessary, the planning and implementing of psychological policies and programs, including national psychological plans for general war;

c. to initiate and formulate proposals, including proposals for national psychological strategy, which would be referred as appropriate to the Board or directly to the responsible agencies for development and execution;

d. to make a broad evaluation of current and proposed operations in the light of national plans and to suggest additional measures, changes in emphasis, and improvements in execution;

*assume that*  
e. to ~~(recommend)~~ means whereby in the determination, pronouncement and implementation of political, economic and military policies adequate attention ~~(will)~~ be given to their psychological effects and to ~~(the)~~ existing psychological programs;

*assume that*  
f. to ~~(recommend)~~ how the programs of psychological operating agencies can be furthered by U. S. Government official pronouncements;

*Encourage receipt and*  
g. to review proposals and ~~results~~ of research bearing on psychological operations ~~received~~ from outside the operating departments and agencies and make these available as appropriate to operating agencies;

h. to provide secretariat services, including:

*the preparation of*  
(1) ~~prepare~~ reports as directed by the Board;

*the organization of*  
(2) ~~organize~~ the business of the Board and expedite reaching of decisions;

*promulgation of*  
(3) ~~promulgate~~ the decisions of the Board.

*assemble*  
i. to ~~procure~~ such intelligence and such policy and operational information as necessary for the performance of the above functions;

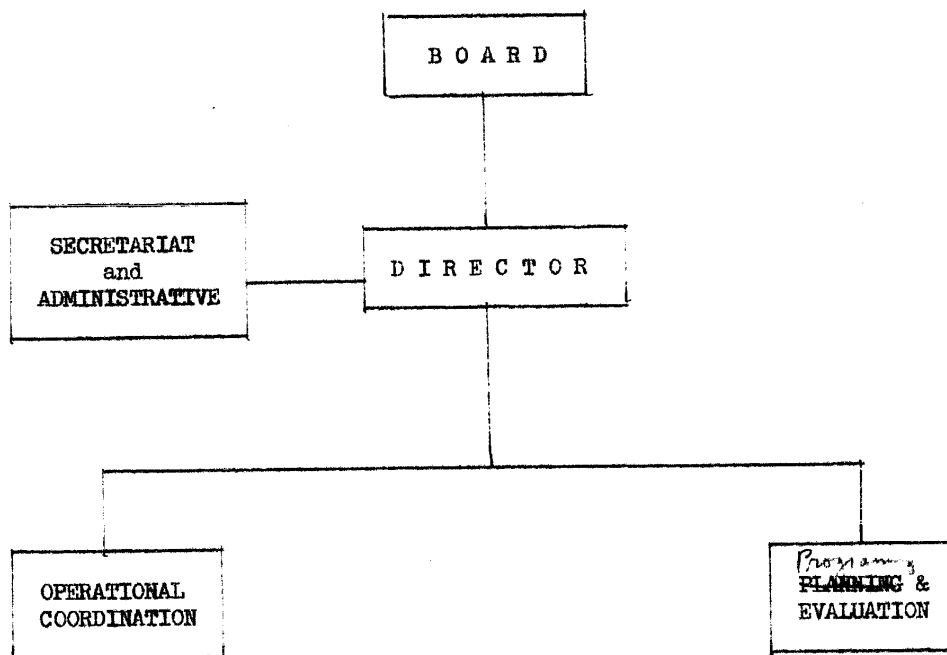
*continually*  
j. to examine the functions of the Board and Staff and where appropriate recommend to the Board their delegation to existing departments and agencies of the Government.

*\* see Appendix B, President's Directive, which includes only content economic warfare*

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NOTE: (1) It is expected that each member of the Board will designate a deputy whose responsibilities include all matters over which the Board itself has cognizance. In the absence of the three principal Board members at any meeting, the Director will act as chairman. The Board may solicit the advice of non-governmental consultants as required.

(2) No attempt has been made to specify which unit or units would perform each of the Staff functions listed on the preceding page. In view of the small size of the proposed Staff this should be left to the Director who will allocate them in accordance with the individual qualifications of his assistants. In performing these functions, however, the Staff will utilize to the maximum extent the facilities and resources of the participating departments and agencies.

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SUGGESTED IMMEDIATE STEP

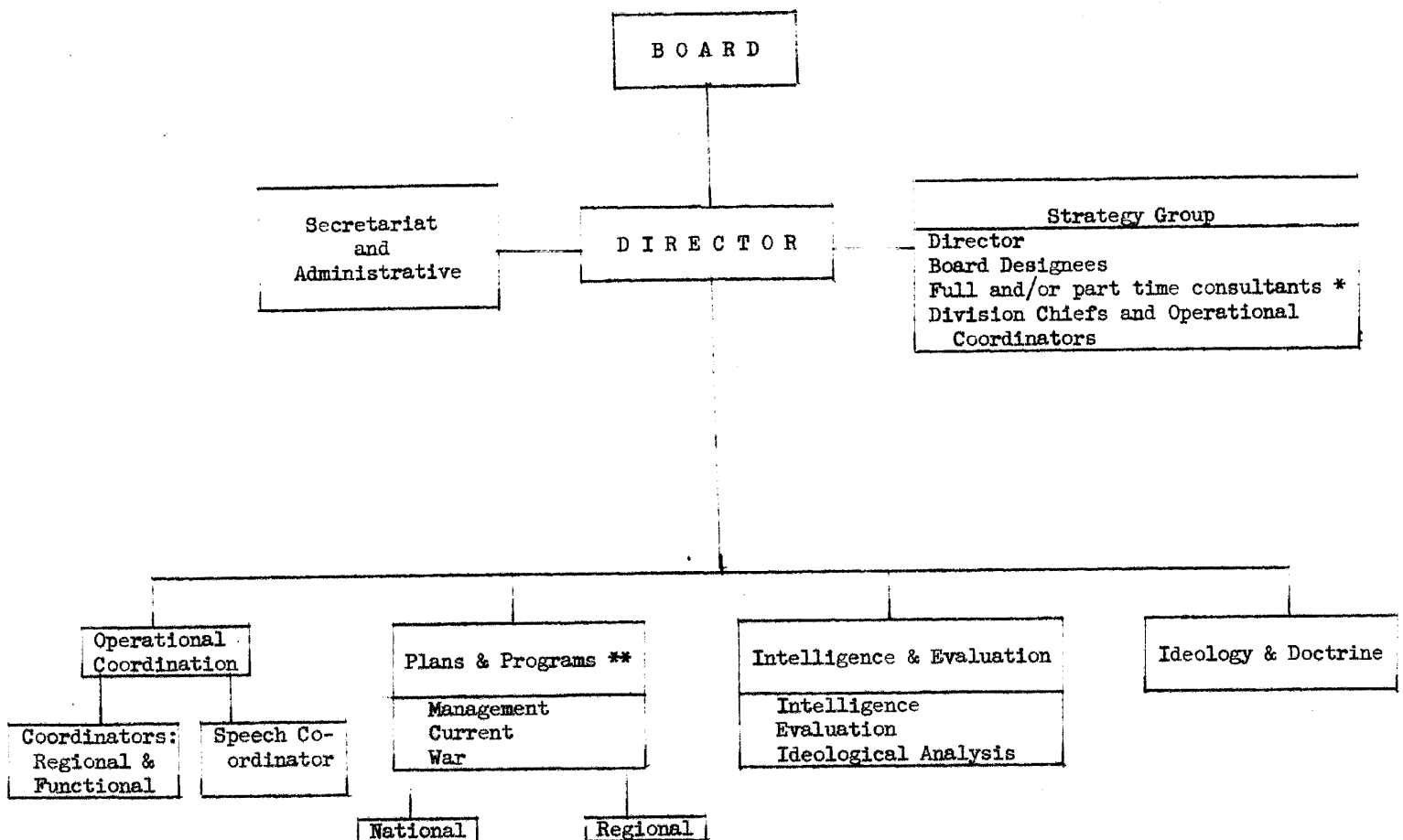
In order to move ahead immediately and rapidly on the substantive problems for which the Board was created, it is suggested that an Acting Director be named at once to function until a permanent selection can be made. Mr. Allen Dulles is recommended for the post; however, in case his other duties make his selection impossible, three other names in order of preference are submitted for consideration:

Mr. Elbridge Durbrow, State Department  
Lieutenant Colonel William H. Kinard, Jr.,  
Department of the Army  
Dr. C. A. H. Thompson, Brookings Institute

It is expected that after his appointment the Acting Director will call on the participating agencies and make whatever arrangements are required to get such assistance as he finds necessary.

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\* From the Government or private life.

\*\* Maximum use to be made of regional and functional specialists available in the operating departments and agencies.

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